Boston Athenæum
Operation Plan, 2015–2018

Approved by the Board of Trustees

July 21, 2015
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History

This Operational Plan has been developed over the course of six months (see the First Report on the Operational Planning Process [January 2015]) through a broadly inclusive process, shaped by the ideas, insights, and expertise of more than one thousand members of the Athenæum’s community: 1,031 survey respondents (about which, see the Report on the Operational Planning Survey); and 209 individual and small-group conversations with employees, Members, Proprietors, Trustees, and prospective members (named in Appendix A).

Stanford Calderwood Director Elizabeth Barker drafted the plan, with invaluable contributions from every member of the Athenæum’s leadership team: Patricia Boulos, Doug Caraganis, Stanley Cushing, David Dearinger, Jim Feeney, Andrew Hahn, Michael Jugenheimer, Robert Kruse, John Lannon, Victoria O’Malley, Michael Pagliaro, Tanitia Sello, Catharina Slatterback, Dawn Walus, Mary Warnement, Hannah Weisman, and Robert West.

The Standing Committee (executive committee) of the Board offered important insights into the process, format, and content of the plan: President Deborah Hill Bornheimer, Vice Presidents Charles A. Coolidge III and John S. Reed, Treasurer Gilbert M. Roddy, Jr., and Secretary David P. Ingram, with the additional participation in spring 2015 of Terrance P. McGuire. The Board formally adopted the Operational Plan at its July 21, 2015 quarterly meeting.

In the plan that follows, the goals are grouped in two broad areas: (A) Member, Reader, and Public Services, and (B) Administration, Facility, and Finance. The first category encompasses New Technologies, Educational Programs, Communications, Members Experience, and Collections. The second includes Security, Facility, Staffing, and Revenue. Each goal is enumerated by steps, accompanied by a timeline, and annotated with the name and title of the employee charged with overseeing its completion. This is not a financial plan; separate, future budget documents will outline revenues and expenditures related to the initiatives described below.

While unforeseen circumstances may, by their very nature, alter the duration or details of some aspects of this plan, members of the Athenæum community will learn of any such changes as part of an annual cycle of reports on the Plan, to be published following their review at the quarterly meetings of the Board on October 18, 2016, October 17, 2017, and October 23, 2018.
Introduction

“You step into a different space when you enter ... stepping out of the modern world”
“It’s a refuge; a wonderful feeling as you come through the red doors”
“I always leave feeling glad that I came” “I always learn something new”

The Athenæum’s mission and history resonate deeply with Members. In every discussion session, and throughout the survey, members characterized the Athenæum as a place for “books,” “reading,” “culture,” and “inspiration.” Members regard the Athenæum as a place for the mind, and describe it using a consistent vocabulary of key terms, including “learning,” “knowledge,” “intellectual,” and “academic.” Every group that participated in the planning process noted the important role played by the Athenæum’s physical spaces in shaping the experience here. For virtually every participating member, the Athenæum is a “sanctuary,” “haven,” or “escape” from the bustle of contemporary life;

Members find the building interiors to be “beautiful,” “elegant,” “formal,” and “impressive,” resonant with a sense of “history” and “tradition.” For many, the atmosphere is contemplative, “embracing,” “quiet,” and “safe”; for some, the Athenæum recalls the atmosphere of an exclusive club. Members and employees value the fundamentally private nature of this institution.

Staff noted that what distinguishes the Athenæum from a public library is the high quality of the services that it can offer to its members because those members are comparatively few in number, and are self-selecting readers, writers, and connoisseurs, who appreciate the collections and the community. Employees observed, “We’re about relationships, the services that we offer”; “the people at the front desk know members’ names.”

Clearly, then, as the Athenæum strives to avoid mistaken perceptions of elitism (snobbery that would hinder efforts to make all intellectually curious prospective members, regardless of race, religion or class origin, feel welcome to explore the prospective benefits of membership), it must hew to its identity as elite, an institution known for the excellence of its services and collections.
A. MEMBER, READER, AND PUBLIC SERVICES

I. Technologies

Members not only value and want to retain the Athenæum’s unique physical spaces and distinctive physical collections, they also seek substantial improvements to their online Athenæum experiences. Numerous members felt that the online library catalogue makes “a bad first impression”: the graphics appear dated, the system is not intuitive to use, and the results are not always comprehensive. Members also noted the inconvenience of dipping into and out of various styles of online catalogues in order to search different areas of the collections. Searching for a book involves a different catalogue than does searching for an image or an article. Members seek more intuitive, interconnected, and responsive searches; increased digitization of the collection; and a greater variety of online resources.

In addition, Participants in book discussion groups expressed a desire for electronic means of post-meeting communication that would be less cumbersome than group email messages. Members are looking for opportunities to view remotely events they are unable to attend: “I know that there’s something going on every day that I wish I could participate in... and as a member, I would love to access it online, as it is happening or later on.”

Employees echoed the Members’ interest in live event streaming or podcasting, and sought major systems upgrades and expanded capabilities, ranging the gamut from offsite (VPN) access to office computer files to better functioning telephones to networked scanning to improved conference calling. Colleagues noted the equipment, climate, security, and location challenges faced by the digital lab, and voiced a desire for enhanced online catalogue functionality, and the ability to leverage big data.

→ From October 2015 to January 2017, the Athenæum will undertake a comprehensive technologies audit, to include a peer review process and to culminate with a technologies plan for review by the Board.

[N.B. In conjunction with this narrative report, our employees have devised, and will be adhering to, a detailed work plan, outlining each step to be taken to achieve this, and each of the goals listed below—particularities that fall beyond the scope of this public document.]

II. Educational Programs

Members consider the Athenæum to be a “cultural center” notable for its programs in “literature, art, music and intellectual discourse” and for its member-led “book discussion groups.”

Most members voiced frustration about the speed with which events sell out; some dislike the system of early registration provided to major donors; others expressed a willingness to pay higher prices to secure a seat. Some suggested that the Athenæum “offer duplicate programming” at different times. (The requests for web streaming or online posting of recorded events, mentioned in the Technologies section above, resonate with this idea.)

Members and employees expressed a desire for a greater breadth of programming. Many noted an opportunity to “revive the spirit of 1807-1870, when the Boston Athenæum was the place where Boston culture happened” by programming events that address contemporary concerns. Members noted that
the Athenæum is “equipped to address current events questions, not just historical or academic questions.” Employees, likewise, believe that Athenæum would do well to offer “more current programming and events” and believe that the tendency to “shy away from political issues” may merit reconsideration, since the Athenæum could reclaim its nineteenth-century position in the city as “a natural place for forums in which current issues are discussed.”

Members and employees also expressed an interest in offering programs of greater cultural diversity. Members encouraged the Athenæum to leverage its programs and events in order “to engage new segments of Boston” and offered “the history of Brazilians in Boston” as an example of such an effort that would not stray from the Athenæum’s Boston-focused mission. Staff believe that such diversification would “help to attract new members” from across our culturally diverse region.

Staff noted the opportunity to “highlight our diverse collections” in the Athenæum’s public programs, and members offered the Isabella Stewart Gardner Museum as a model of collections-based educational engagement programming.

Members expressed an interest in increasing opportunities to connect with one another and to engage deeply with the institution, through “member volunteer opportunities,” perhaps to include an “Ambassadors group,” as well as “volunteer opportunities for teens.” Members also recommended that the Athenæum collaborate more frequently with peer institutions, and that its programs attend to the interests of young adults.

→ In April 2015, the Athenæum established a Department of Education, charged with developing, overseeing, and assessing programs linked meaningfully to the Athenæum’s collections and related research; working with the volunteer docents; and cultivating relationships with peer institutions.

III. Communications

Members and staff expressed an interest in improving the Athenæum’s publicity in targeted ways, to elevate the institution’s prestige and to capture the attention of prospective members who might not otherwise know it. Members repeatedly described the Athenæum as a “hidden jewel” and observed that “many people have never heard of the Athenæum.”

As part of this process, Members noted that public communications could also offer an opportunity to clarify what the Athenæum is. In the words of one participant, “we cannot be everything to everyone... and so we need defined values that can be conveyed to prospective members.” Participants also noted that internal communication within the existing community of Members offered opportunities for improvement over matters such as the clarification of policies.

→ From April 2015 to June 2017, the Athenæum’s incoming Director of Communications will lead a concerted effort to heighten our institutional visibility and bring ever greater consistency and clarity to our public communications.
IV. Members Experience

Staff expressed concern about the ways in which the configuration of space and deployment of personnel on the first floor can create a confusing or even “unwelcoming” atmosphere for non (i.e., prospective) Members, who can feel “turned away right off the bat.” Members and employees seek to attract new Members who “know what Athenæum is,” respect its Mission as a place of ideas and learning, and use its intellectual and cultural resources. Participants noted that becoming a Member should be more than a credit card transaction, and that New Members deserved increased opportunities to learn about the Athenæum’s distinctive resources.

Every employee expressed a desire to provide consistent, reliable, exemplary service to Members and other patrons, and acknowledged feeling frustrated when resource limitations prevented them from meeting this high standard. Members and employees sought to have trained staff available to assist patrons “whenever the building is open, and ideally, on every floor”—a challenge that has taken on sharper focus following the recent expansion in open hours. Employees voiced a desire to communicate more effectively about the Athenæum’s resources, “limit constant changes” to those resources, and ensure that we are able “consistently [to] deliver” them. Employees shared their overarching desire to make patrons feel “at ease” and “included as part of the institution,” and recognized that “Each person comes for different things but we should be accommodating and responsive to those different things”.

Participants expressed a desire for deeper connections—between Members; among Proprietors; between the Athenæum and other cultural organizations; across online catalogues and electronic resources; between collections and programs; between Members and features presenters. Members value the sense of community at the Athenæum, and expressed an interest in increasing opportunities to interact with one another. Common refrains included: “Where else would I meet people who share my interests?” and “I’m amazed when a lecture I think would appeal to no one but me turns out to be filled with people who like the same thing.” Members sought additional discussion groups that might “support collaboration” or provide “daily opportunities to connect.”

Participants agreed that the quality of the Athenæum experience should outweigh the quantity of Members. Members and employees seek to foster an engaged, culturally diverse, intergenerational community of self-selected readers, writers, and connoisseurs who can share intellectual and social pursuits. Participants expressed concern about the high rates of turnover among new Members, and noted that renewed attention to Member orientation could strengthen retention rates.

Every Member expressed frustration with the event registration process, and with the inability of the 180-seat Long Room to accommodate a greater percentage of the Athenæum’s 5,000+ Members. Typical observations included: “Events are always full, even if I try to sign up right when registration opens” and “I tried for the first few months of my membership, but every event was always sold out, so I gave up.” In response to these and other concerns, in February 2015, the Events department adjusted the mechanism for the Event registration and added some additional seating. While those stop-gap measures offered some improvements, additional means of increasing access—including through the use of new technologies to live-stream and/or present recordings of Athenæum programs—should be explored.

→ Beginning in September 2015, the Athenæum will embark on a major initiative to deepen Members’ engagement. This work will include devising a membership pledge articulating our core values;
strengthening the New Member orientation programs; expanding services; improving cross-catalogue discovery tools; addressing the shortcoming of our lecture space; attending to readers’ needs; and strengthening the sense of community among Proprietors.

V. Collections

Members recognize and appreciate the strengths of the “excellent” circulating collection, with its clear focus on the Humanities and Social Sciences. They noted the depth of the Athenæum’s holdings in history (especially pertaining to the United State and to New England), biography, travel, poetry, and fiction—including mysteries, best sellers, contemporary literature, and classics. Members enthused over “the rare and obscure old books that can’t be found elsewhere,” characterizing “the huge old collection” as an essential part of what “makes the Athenæum so special.”

A majority of survey respondents noted the Athenæum’s outstanding holdings pertaining to art, architecture, and design. Considering the high cost of many art books, some members noted that—while they might purchase best sellers—they are more likely to rely on the Athenæum’s collection when reading books about art, architecture, and design. A similar cost-consciousness shapes many members use of the Athenæum’s collections. As one member explained, “Because I buy most of the books that interest me the most, I tend to rely on the Athenæum for in-print books that I expect to consult only once, and for out-of-print books that are otherwise unavailable.”

Members praised the acquisition selections, noting that they can “always find something interesting to read” on the new book shelves, and that “browsing the drum” offers the serendipitous pleasure of “finding something on a topic by chance—say, Hawaiian mythology—that I hadn’t sought out explicitly.”

Many expressed a desire for a broader range of audio books, e-books, and electronic journals and newspapers, matters that will be addressed in the Technologies review outlined above. Some survey respondents noted the absence of “modern, pop culture” subjects in the collection, and requested more literary works of science fiction and fantasy, as well as graphic novels. Others sought a deep collections focus on music akin to that for the visual arts, perhaps to include listening stations. Several members voiced an interest in broadening the Humanities and Social Science focus of the collections to encompass books on mathematics, science, business, and economics.

Several members noted their family’s use of the collection of children’s books, and some suggested expanding it to embrace even more popular contemporary children’s literature, and to include opportunities for curated online experiences for young readers.

Members greatly enjoy reading newspapers, magazines, and journals on site. Many like to begin each visit to the Athenæum in the first-floor newspaper reading room, before continuing to the second-floor and basement-level periodicals tables, describing the experience of browsing the Athenæum’s wide array of serial literature as “the great treat of a visit”.

Members and employees expressed pride in the quality, scope, and (in selected areas) depth of the special collections, which constitute an important part of “our national heritage” and are therefore available to scholars and curious members of the public by appointment, as well as to Members of the Athenæum. Staff are willing—and indeed, eager—to share their knowledge about these rare, and
sometimes unique collections, which comprise “resources not available elsewhere”. Yet employees expressed frustration that large portions of these important collections remain undeservedly little known—a feeling echoed by members, who wished “there were a better way to know what is in the rare book collection” and who suggested that the rare book reading room be “available once a month on either a Saturday or late in the evening by appointment” to facilitate visits. Staff noted that by increasing the number of specialist cataloguing librarians, the Athenæum could process the backlog of rare materials that are so minimally catalogued online they remain all but invisible to would-be users.

→ Between August 2015 and March 2017, the Athenæum will formalize its Special Collections Plan, review circulating collections practices, craft a collections digitization policy, and develop a Conservation Plan.

B. ADMINISTRATION, FINANCE, & FACILITY

I. SECURITY

Members expressed broad-ranging concerns about the level of security provided for the collections of art and books, for the safety of individuals within the building, and for their belongings. Members and employees perceived the security program as insufficient for the size of the building and importance of the collections. Members and employees noted the vulnerability of books in the Athenæum’s open stacks that other libraries might classify as rare, as well as the display of unprotected artwork in areas unmonitored by staff.

Employees noted the permeability of the building, in which the public is free to wander the first floor, and the only barriers to accessing other parts of the building are paper signs posted near the stairwell and elevator. As one discussant put it: “[I have] no idea who the people are that show up and roam through the building.”

Members also expressed frustration at the bag-checking policy, not only because of the inconvenience of having “to pack an Athenæum bag separate from everything else” but also because of the perceived inconsistencies in the policy’s enforcement. Many Members sought opportunities to store their own belongings in a safe manner, such as in day lockers, and several stated that they would prefer having their bags “checked on the way out” over the present system.

Employees expressed interest in creating membership cards that could be swiped to activate non-public areas, and the stairwells and elevators used to reach them. They speculated that adding identity photographs to the ID card computer system would not only offer a valuable security function in case of emergency, but also could improve Member services, by helping employees to learn patrons’ names and by allowing staff to deliver requested materials to the correct Member.

→ Between April 2015 and July 2016, the Athenæum will be undertaking an external review and assessment of its security program.
II. Facility

Members and employees revel in the Athenæum’s exquisite historic spaces, where they “feel proud to bring friends and family members.” They note, however, the paucity of meeting spaces, limited access to mobile phones (which are currently permitted only in the vestibule of the eleven-story building), challenging layout of rooms and book stacks, limited labeling of artworks, “bad lighting”, “poor arrangements” for storing coats, insufficient seating for lectures and events, and dearth of truly quiet spaces for reading, writing, and thinking. Participants who noted the aging condition of certain areas urged caution in their refreshing, so that their whimsical and distinctive character is preserved. Outside, Members and employees noted the limited signage identifying the Athenæum as an institution, and the overcrowded the bicycle rack. One regular visitor who uses a wheelchair shared the experience of finding the lift awkward to manage and the front doors impossible to open without assistance.

→ From July 2015 to September 2017, the Athenæum will pursue its current facilities projects, update the 2010 building audit, and develop a plan for exterior improvements and repairs. From July 2016 to September 2017, the Athenæum will develop a conceptual plan for future facility needs.

III. Staffing

The Athenæum is poised on the threshold of meaningful staffing changes. Fifty-one percent (twenty-four of the Athenæum’s forty-seven regular professional employees—a group that does not include interns, fellows, or consultants) have already or will have reached the U.S. Minimum Retirement Age of 57 by the conclusion of the three-year period covered by this plan. Moreover, as aspects of the Athenæum’s operations grow and change—especially given the growing importance of new technologies for virtually every service we provide—the broad parameters of our workforce will merit focused attention.

Other opportunities for improvement in personnel practices lie nearer at hand, and have already been launched. Following a series of discussions in the winter and spring of 2014-15 in which employees expressed a desire to “strengthen communication” and increase “opportunities for consultation” between upper management and staff, the Athenæum implemented an organizational restructuring in April 2015. One redundant, recent senior management position was eliminated, and the “quartet” of senior managers who had overseen operations during the 2013-14 search for a new director were reabsorbed into the broader leadership team. Although this restructuring preceded the formal implementation of the present operational plan, the organizational chart will continue to merit ongoing observation and assessment throughout the plan period.

→ From May 2015 to June 2016, the Athenæum will prepare a staffing plan, address personnel policies, and attend to succession planning.

IV. Revenue

Members understand the model of a private subscription library, and feel that because the Athenæum is “owned by the Members” those Member therefore have an “obligation to sustain it and use it well”.

As one participant observed, “We all care about maintaining an institution like this. It doesn’t happen on its own.”

At the same time, certain Members feel harried by the frequency of fundraising solicitations, and some Members are confused by the inconsistencies in pricing of (individual and household, Young Patron and regular) annual fees. Members would appreciate having a wider range of payment options, and a clearer understanding of the Athenæum’s financial position, and role played by Membership as a source of revenue.

→ *From September 2015 to September 2016, the Athenæum will review Membership, Event and Rental pricing.*
Appendix A. Operational Planning Participants

The Director met with 95 Trustees, emeriti-æ, donors, Proprietors, other members, and regional peers:

**Trustees & Emeriti-æ**

Alexander Altschuller  
Edward B. Baldini  
Deborah Hill Bornheimer  
Charles A. Coolidge III  
Katherine Haney Duffy  
John Wigglesworth Everets  
Jack Santos  
Thomas D. Gill, Jr.  
Maisie Houghton  
Clarissa C. Hunnewell  
James F. Hunnewell, Jr.  
David P. Ingram  
Terrance P. McGuire  
Carolyn M. Osteen  
Elizabeth H. Owens  
Creelea Henderson Pangaro  
John S. Reed  
Gilbert M. Roddy, Jr.  
Susan B. Weatherbie  
—  
John Cabot  
Duke Collier  
Laury Coolidge  
Alice DeLana  
Bayard Henry  
Jerry Mitchell  
Marshall Moriarty  
Susan Paine  
Jim Righter  
Lionel Spiro

**Proprietors**

Adam Apt  
Rodney & Kitty Armstrong  
Jim & Hanna Bartlett  
Isabelle & Scott Black  
Joyce Bowden  
Anne & David Bromer  
Arthur Clarke & Susan Sloan  
Tristram Dammin  
Sam Ellenport  
Deborah Hale  
Mary Eliot “Pat” Jackson  
Steve & Lois Kunian  
Caleb Loring III  
Jeffrey Marshall  
Bettina “Toni” Norton  
Tweed Roosevelt  
David Squire  
Ted Stebbins  
Mary Otis Stevens  
Tom Thaler  
Sir John & Judith Thomson

**Other Members**

Gail Banks & Ed Pinkus  
Gail Flatto  
Chipman & Megan Flowers  
Lanita Foley  
Barbara & Robert Glauber  
Chris Gabrieli  
Deb Hanley & Frank McGuire  
Brian Hoefling  
Austin Shapard  
Vivian Spiro

**Regional Peers**

_Eileen Abels_, Dean of the Simmons School of Library and Information Science, Simmons College  
_Christopher Bedford_, Henry and Lois Foster Director, Rose Art Museum, Brandeis University  
_Margaret Bendroth_, Executive Director, American Congregational Association
Marie-Hélène Bernard, Executive Director/CEO, Handel and Haydn Society
Eve Bridburg, Executive Director, Grub Street
Margaret Burke, Executive Director, Concord Museum, Concord MA
Julie Burros, Chief of Arts & Culture, City of Boston
Betsy Chapin, Managing Director for New England, Christie’s, Boston
Flavia Cigliano, Executive Director, Nichols House Museum
Judith Dolkart, Director, Addison Gallery of American Art, Phillips Academy, Andover MA
Christian Dupont, Burns Librarian and Associate University Librarian for Special Collections, John J. Burns Library, Boston College
Dennis Fiori, President, Massachusetts Historical Society
Victoria Glazomitsky, incoming Executive Director, Nichols House Museum
Danielle Legros Georges, Professor, Lesley University, and Boston’s Poet Laureate
Brian LeMay, President & Executive Director, Bostonian Society
Esther Nelson, Stanford Calderwood General and Artistic Director Boston Lyric Opera
Christina Nielsen, Curator of the Collection, Isabella Stewart Gardner Museum
Lee Pelton, President, Emerson College
Amy Ryan, President, Boston Public Library
Neil Safier, Beatrice & Julio Mario Santo Domingo Director & Librarian, John Carter Brown Library, Brown University
Ken Soehner, Chief Librarian, Thomas J. Watson Library, The Metropolitan Museum of Art
John Spurdle, Chairman, International Friends of the London Library
Catheline van den Branden, President & Executive Director, French Cultural Center of Boston
Tony Woodcock, New England Conservatory

CONSULTANTS spoke with 44 employees:

**Senior Administrators**
Six 60-minute, internal, in-person interviews were conducted with: John Lannon, Hugh McCall, Jim Reid-Cunningham, Tanitia Sello, and Bob West.

**Staff Focus Groups**
Six 90-minute, internal, focus group sessions included 38 other employees:

Emily Anderson
Elizabeth Borah
Patricia Boulos
Doug Caraganis
Kristin Cook
Stanley Cushing
Lena Davis
David Dearinger
Coorain Devin
Will Evans
James Feeney
Chelsea Gabrielson
Adriene Galindo
Tom Gearty

Hina Hirayama
Michael Jugenheimer
Evan Knight
James Kraus
Robert Kruse
Andria Lauria
Judy Maas
Catherine McGrath
Carolle Morini
Daniel Ness
Victoria O’Malley
Mike Pagliaro
Kaelin Rasmussen
Anthea Harrison Reilly
CONSULTANTS also convened eleven 60-minute, external focus groups including 70 people:

Forty-eight (48) current members
Five members with young children
Two former members
Three prospective members
One researcher
Five young patrons
Six Proprietors

Members

Session Times: January 21, 2015, 12:00-1:00 p.m.
January 21, 2015, 4:30-5:30 p.m.
January 21, 2015, 6:00-7:00 p.m.
January 24, 2015, 1:00-2:00 p.m.

Miriam Allman
Smoki Bacon
Beth Baiter
Lee Behnke
Benjamin Brudner
Robert (Dick) Concannon
Michael A. Ervolini
Joel Farrell
Gail Flatto
Katherine C. Florio
Chip & Megan Flowers
Susanne Fortunato
Yasmin Glueck
Jane Haycox
Richard Heath
Brendan Hickey
Fritz Holznagel
Aqueel Imran
Ms. Rachelle Linner
Barbara Lucas
Jerome D. Maryon, Esq.
R. Paul Mason
Thomas Michie
Kyra Montagu

Charlotte E. Moore
William D. Moore
Jean O’Neil
Judy Neiswander
Deborah Pege
Elizabeth Philipps
Edward Pinkus
Henry Pollock
Steven M. Pomije
Julianne Powers
Walter Robinson
Sherri Rudnick
Phyllis Schwartz
Russell Seitz
Arti Singh
Mark Slater
Patricia Ann Sullivan
Nancy Upper
Janet Veasey
Rosemary Walker
James Welch
Susan Welch
Toni Whitmore
Katherine Williams
Members with Young Children

Session Time: January 24, 2015, 10:30-11:30 a.m.

Clayton S. Chiavaroli
Shannon Fry
Irene Jay
Virginia “Ginger” Lawrence
Hiroko Massarelli

Former Members

James Bailey
Arne Hessenbruch

Prospective Members

Brent Garcia
Michael McGrath
Michael Regan

Researchers

Session Time: Wednesday, February 11 2015, 4:00-5:00 p.m.

Bettina “Toni” Norton

Young Patrons

Session Time: Wednesday, February 11: 6-7:00 p.m.

Aaron Helfand
Jennifer Pellecchia
Ronaldo Rauseo-Ricupero
Joshua Reyes
Amanda Treat

Proprietors

Joyce Bowden
Stefan Goss
Scott Guthery
Bettina “Toni” Norton
Jane Stahl
Susan Zuger